

minds us, "We do not want to use a wrench to pound in a nail. We could use a wrench, but a hammer is the right instrument, so that's something we are struggling with. Part of the struggle is caused by the historical organization of DoD civilian education. There are structural impediments in many of our programs that do not exist in PME. It is two different worlds."

Our goal within DoD is to bridge the gaps in the programs and develop a new concept of professional education that is derived from the virtual reality, telepresence concepts of today — for tomorrow.

The professional development of civilian personnel is dependent on linkage to the mission of each Service or Agency. The top-down ownership of the career development process is critical to the positioning of DoD organizations in the future. The work does not always get easier, but we get smarter in the process.

The examples shown here lend credibility to the success of professional de-

velopment. The future lies in the hands of our new junior managers and supervisors. The push by DoD for greater access for DoD civilians to attend Service colleges, coupled with the commitment for better career development and education, has provided a critical link to bridging gaps in the education process. As DA has continually affirmed, *Learning is a lifelong process*.

Editor's Note: The author welcomes questions or comments on this article. Contact him at Calderwoodb@osd.pentagon.mil.

ENDNOTES

1. Barnes, P.A., "PM Interviews DoD's New Chancellor for Education and Professional Development," *Program Manager*, March-April 1999, pp. 2-7.
2. Congressional Panel, Naval Postgraduate School and the Office of Naval Research Conference Proceedings, April 22, 1999, Senator Jack Reed and Congressman Sam Farr.
3. Gore, A., "Transforming Governments in the 21st Century" Global Forum on

Reinventing Government, *Program Manager*, March-April 1999, pp. 18-21.

4. Interview with Dr. John R. Dill, DoD Deputy Chancellor of Education and Professional Development, March 30, 2000.

5. Interview with Stephen E. Freeman, DFAS Director for Human Resources, April 7, 2000.

6. "ROI and the Value Puzzle," Capital Planning and IT Investment Committee, Federal CIO Council, January 1999.

7. Peters, T., *Thriving on Chaos*, New York, 1991.

BIBLIOGRAPHY

Hale, R.F., "Coaching in a Team Environment, a Big Challenge, a Bigger Reward," *Program Manager*, March-April 1999, pp. 38-43.

Huddleston, M.W., "Profiles in Excellence: Conversations with the Best of America's Career Executive Service," Grant Report, Pricewaterhouse Coopers Endowment for Business of Government, November 1999.

Thompson, J. R., "Experiments in Excellence," *Government Executive*, July 1999.

PACKAGING PILOT PROGRAM OFFERS MODEL APPROACH FOR MORE RAPID CMI EXPERIMENTATION/INSTITUTIONALIZATION

The Packaging Pilot Program is being conducted by a joint industry/government working group — the Packaging Integrated Product Team (IPT)— under the sponsorship of the Deputy Under Secretary of Defense (Acquisition Reform) and the Deputy Under Secretary of Defense (Logistics). The program's overall objectives are to:

- Provide industry flexibility to quickly find and try innovative packaging practices.
- Use best practices from both military and commercial environments.
- Deliver quality products that will go into the military distribution system.
- Operate in a collaborative environment.
- Accelerate identification and application of best practices.

Special contract provisions were established for the pilot contractors — the aircraft en-

gine segments of General Electric and Honeywell (formerly AlliedSignal) — through the Single Process Initiatives (SPI) program in order to streamline packaging processes and to facilitate experimentation with innovative packaging practices and materials.

The Packaging Pilot Program is an element of DoD's goal to foster Civil-Military Integration (CMI) and, where practical, to eliminate the distinction between doing business with the government and other buyers for the purpose of meeting future military, economic, and policy objectives in support of DoD and the warfighter. The Packaging Pilot Program offers a model approach for more rapid experimentation and institutionalization of CMI.

Acting Under Secretary of Defense (Acquisition, Technology and Logistics) Dave Oliver recently signed two memos on Packaging.

The first memo directed unlimited expansion of the Packaging Pilot Authority; and the second memo requested that military components consider proposed revisions to MIL-STD-2073. The new language makes Military Packaging (MilPack) the *exception* and commercial packaging the *default*.

Sponsors of the DoD Packaging Pilot Program now have a Web site at <http://www.acq.osd.mil/ar/package.htm#intro> that provides information from the participating contractors and the IPT. Program managers, contracting officers, packaging specialists, contractors, and warfighters are encouraged to make use of the Web site to share experiences or obtain up-to-date information on the Pilot Program. The overall point of contact is Craig Curtis, (703) 697-6399 or contact him by E-mail at craig.curtis@osd.mil.